Government of Saskatchewan

Annual Report 1984-85

Saskatchewan Public Service Commission

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Government of Saskatchewan

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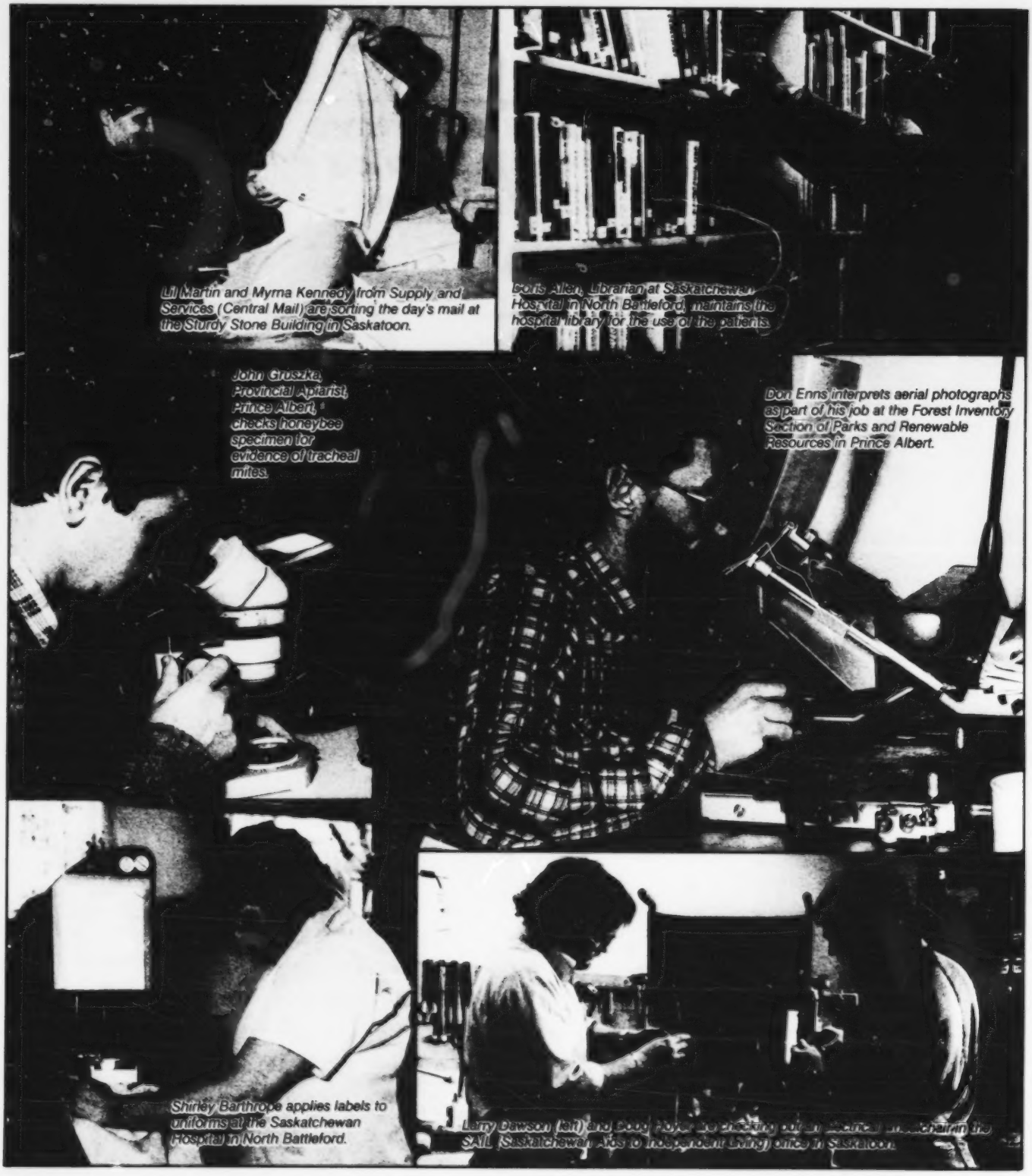
Saskatchewan Public Service Commission

Imagine

... every hour of every day, there's somebody, somewhere working for the people of Saskatchewan.



Lil Martin and Myrna Kennedy from Supply and Services (Central Mail) are sorting the day's mail at the Sturdy Stone Building in Saskatoon.

Doris Allen, Librarian at Saskatchewan Hospital in North Battleford, maintains the hospital library for the use of the patients.

John Gruszka, Provincial Apiarist, Prince Albert, checks honeybee specimen for evidence of tracheal mites.

Don Enns interprets aerial photographs as part of his job at the Forest Inventory Section of Parks and Renewable Resources in Prince Albert.

Shirley Barthrope applies labels to uniforms at the Saskatchewan Hospital in North Battleford.

Larry Dawson (left) and Doug Fisher are checking out an electric wheelchair in the SAIL (Saskatchewan Aids to Independent Living) office in Saskatoon.

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Gordon E. Dirks
Minister

The Honourable F. W. Johnson
Lieutenant Governor of Saskatchewan
Government House
Regina, Saskatchewan

December 31, 1985

Dear Sir:

In accordance with Subsection Two of Section Six of *The Public Service Act*, I have the honour to submit the report of the Saskatchewan Public Service Commission for the fiscal year ending March 31, 1985.

Respectfully submitted,

Gordon E. Dirks
Minister Responsible for the
Saskatchewan Public Service Commission

Stan Sojonky
Chairman

The Honourable Gordon Dirks
Minister Responsible for the
Saskatchewan Public Service Commission
Legislative Building
Regina, Saskatchewan

December 31, 1985

Dear Sir:

It gives me pleasure to submit herewith the report of the Saskatchewan Public Service Commission for the fiscal year ending March 31, 1985.

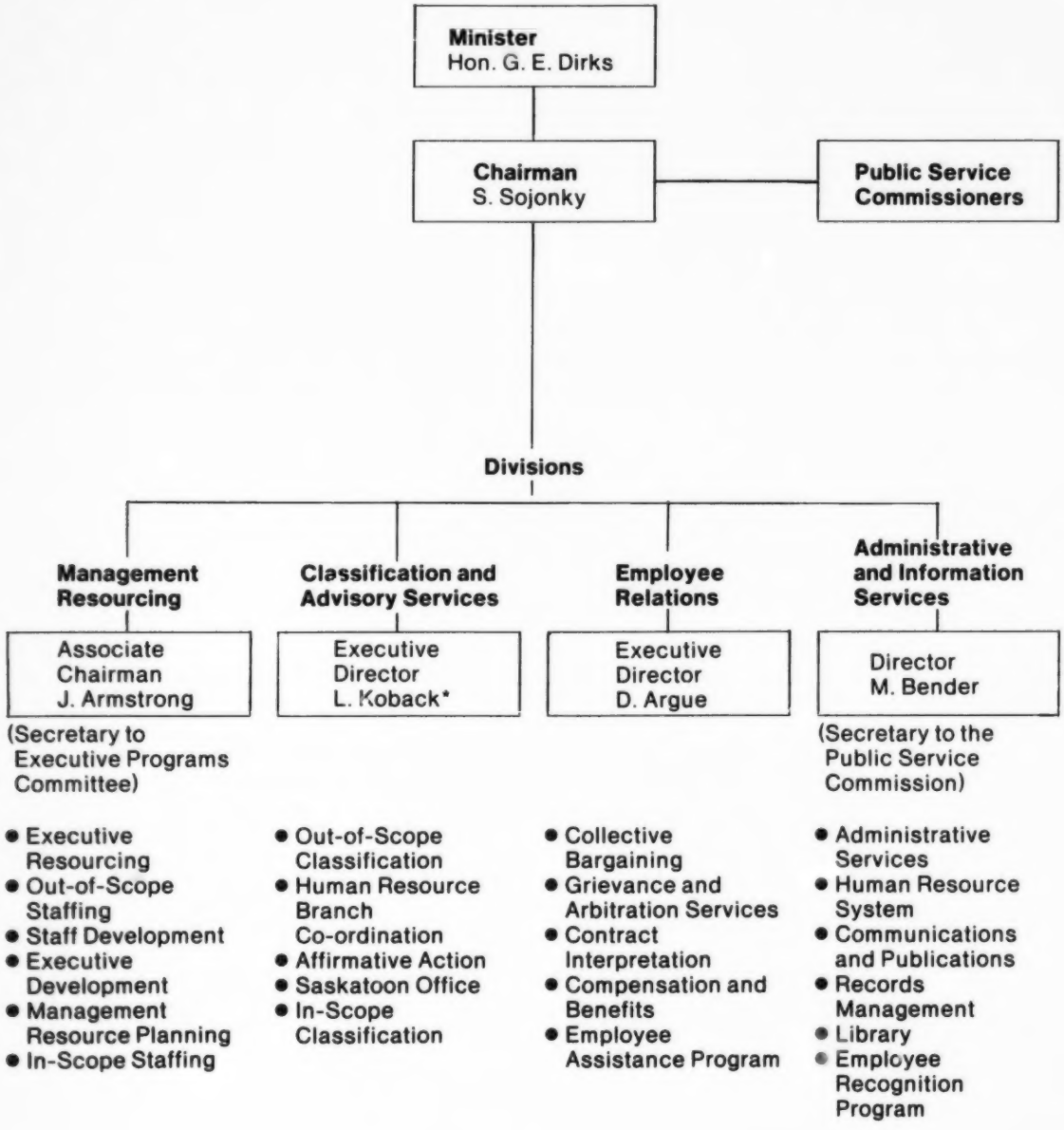
May I take this opportunity to acknowledge the assistance of my fellow Commissioners and the diligent work of the staff of the Public Service Commission.

Yours sincerely,

Stan Sojonky

Stan Sojonky
Chairman
Saskatchewan Public Service Commission

Executive Structure



* Appointed June 1, 1985 (Formerly Director, Classification Branch)

Introduction

The Saskatchewan Public Service Commission operates under authority of *The Public Service Act*, serving as the central personnel agency for the Saskatchewan public service.

The Commission performs a number of services and regulatory functions. The principal functions are:

- Recruitment and assessment of candidates.
- Classification of positions.
- Development and administration of classification and compensation plans.
- Negotiation and administration of collective bargaining agreements.
- Provision of advice on human resource matters to departments and agencies in the public service.
- Staff development.
- Provision of employee recognition programs.
- Maintenance and provision of human resource information regarding public service employees.
- Development of human resource policies and procedures within the public service.

The Commission itself comprises five individuals. As Chairman of the Commission, Stan Sojonky also serves as chief executive officer of the government's central personnel agency. This position is a full-time appointment. The other Commission members, appointed on a part-time basis, include Isabelle Butters (C.M., General Manager of the Weyburn Co-operative and former Mayor of Weyburn); William Fyles (former Chairman and Secretary of the Public Service Commission); Harold Hoffman (President of the Service Employees' International Union [SEIU] Local 333, President

Commissioners

From left to right: Roland Muir, Harold Hoffman, Isabelle Butters, William Fyles and Stan Sojonky

of the SEIU Prairie Regional Council and Vice-President of the Canadian Central and Western Conference of the SEIU); and Roland Muir (Director of Research Services, University of Saskatchewan).

The five Commissioners represent the public interest in the ongoing process of improving human resource administration within the Saskatchewan public service.

During the year under review, the Commission met nine times and heard seven out-of-scope classification appeals. The Commission also acted upon two dismissal appeals.

During 1984-85, the Public Service Commission (PSC) was restructured into four Divisions to better serve the growing demands and needs of an ever-changing environment.

The **MANAGEMENT RESOURCING DIVISION** is comprised of Executive Resourcing, the Staff Development Branch and the Staffing Services Branch.

In the fall of 1984, **Executive Resourcing** was established as part of the Management Resourcing Division. Since its inception, the Unit has been actively involved in 45 executive staffing activities. Of these, 20 were completed during the fiscal year. As part of a Management Resource Planning Program, various job rotation and career development assignments are co-ordinated by the Unit.

The **Staff Development Branch** reports increased training activities for the third consecutive year. Six students graduated from the Administrative Development Diploma (ADD) Program during 1984-85. This year saw the introduction of consulting and resource services to assist departments in the identification and development of their staff development needs.

The **Staffing Services Branch** provides a full range of recruitment services for the public service and carries out service-wide career advertising. During the year under review, the Branch established over 1,400 competitions, received 19,466 applications and completed 1,332 competitions. (These figures exclude departmental activity.)

During the latter part of the 1984-85 fiscal year, the **CLASSIFICATION AND ADVISORY SERVICES DIVISION** was established. This Division is comprised of the Classification and Affirmative Action Branches, as well as the Human Resource Branch Co-ordination Office and the Commission's Saskatoon Regional Office.

During 1984-85, the **Classification Branch** continued to develop a revised classification system for out-of-scope positions. The system is scheduled for implementation in the Fall of 1985. Operationally, the Branch handled 1,166 classification requests.

The **Affirmative Action Branch** continued to administer the Saskatchewan Career Access Program. The Branch also established Union/Management Committees in an ongoing effort to develop an Affirmative Action Plan for the public service. Other major activities undertaken by the Branch in the course of the year include the screening of vacancies in the public service and referral of candidates to positions; consultations with managers and departmental staff to encourage recruitment of target group individuals; and provision of career counselling and technical aids to government employees with physical disabilities.

The Commission's **Saskatoon Regional Office** continued to provide services to residents of northern and central Saskatchewan.

The **EMPLOYEE RELATIONS DIVISION** is comprised of the **Employee Relations Branch** and the **Compensation Branch**. During the year under review, the Division was involved in five major initiatives: the Career Leave Options Program emphasizes the granting of definite leaves of absence for employees who wish to pursue personal or career development opportunities outside the public service; the Performance Improvement Program assists those employees who experience performance

difficulties and who wish to improve their work performance; the proposed Variable Hours of Work Program is designed for permanent employees who wish to work less than full-time hours, while retaining job security protection and benefits; the proposed Employee Retraining and Redeployment Pilot Program is directed at employees affected by organizational, program and/or technological change; and a revised Management and Professional Classification and Compensation Plan will result in a more manageable system of classifying and administering compensation for out-of-scope positions.

During 1984-85, the **ADMINISTRATIVE AND INFORMATION SERVICES DIVISION** continued to develop a new Human Resource System (HRS), in co-operation with the Department of Revenue and Financial Services. HRS will replace the current Personnel Data System and the existing payroll system operated by Revenue and Financial Services. The Division also published five editions of *The Public Service POST*, a service-wide employee newsletter, and expanded the collection of books, magazines and government documents available in the Commission's Library. The Division co-ordinated the Commission's various printing and publication activities and continued to publish *The Personnel Administrator's Bulletin*, a capsule update of personnel-related developments. The Division conducted five Long Service Recognition Banquets, in addition to administering the Retirement Program.

For detailed reports on the Public Service Commission's activities and accomplishments during the year under review, please refer to the appropriate chapters in this report.

Management Resourcing Division

James L. Armstrong, Associate Chairman

Executive Resourcing

Mandate

- Assist the Government in meeting human resource needs at executive levels.
- Identify senior individuals best qualified to serve the people of Saskatchewan.
- Co-ordinate management resource planning activities, including career development opportunities, for senior managers.

Activities

Executive Resourcing carries out the following activities: **executive recruitment and selection**; development of management systems related to executive staffing and redeployment of resources; maintenance of an information base on senior managers; and co-ordination of career development programs for senior managers, including job rotation and career assignments.

Established in the Fall of 1984, Executive Resourcing has been actively involved in **45 executive staffing activities** on a national basis, resulting in the successful completion of 20 competitions.

Staffing Services Branch

James E. Graham, Director

The Branch's mandate is to assist the government to meet its human resource needs by identifying candidates best able to serve the people of Saskatchewan.

Mandate

- Provide responsive and professional recruitment and staffing services within the Saskatchewan public service.
- Provide effective and efficient career advertising to attract the best available candidates.
- Develop, implement and evaluate a wide range of recruitment techniques.
- Ensure candidate selections are based on merit.
- Develop the competence and skills of line managers in staffing and definition of service standards.

Activities

The Branch is responsible for **advertising, recruitment** and **selection** for all permanent positions in the public service (excluding senior management positions and those positions under the pilot decentralization project).

During 1984-85, the Branch established 1,409 competitions; received 19,466 candidate applications; and held 604 interview panels.

The staffing process is presently being analyzed to reduce time lines and to improve communications. Staffing courses and orientation programs are being reviewed and redesigned in conjunction with other branches.

All communication and promotional materials generated from the Branch are undergoing revision and updates to reflect the reorganization.

The Staffing Services Branch is responsible for a consolidated **advertising budget** for all permanent positions in the classified public service. Enhanced market research and an expanded advertising data base have enabled the Branch to target advertisements in selected markets with significant cost efficiencies.

In 1984-85, the number of competitions advertised reached 902.

Forecast

A high priority for the next fiscal year is the development of a management and professional inventory system to provide more responsive candidate search and assessment services.

In addition, the Branch is planning to introduce "Careers Saskatchewan" in a new tabloid format outlining career opportunities in the public service.

Staff Development Branch

John J. Flynn, Director *

The Branch assists public service employees to develop their abilities to further excel in providing services to the people of Saskatchewan.

Mandate

- Improve the productivity of Saskatchewan public service employees by strengthening their skills and knowledge.
- Monitor and respond to the changing needs of program delivery identified by the program managers and their staff.
- Provide flexible, current, and effective staff development programs.

Activities

The **Managing Human Performance (MHP) Program** provides supervisors with indepth skill-building in work planning, coaching and performance review. Delivered in conjunction with trained facilitators from user departments, 435 employees and 12 facilitators were trained during the fiscal year. A further 106 individuals received an orientation to the MHP process.

The **Senior Management Development Program** identifies managers with the potential to perform at the executive level. The program provides development activities for these managers through experience and education. It provides them with the opportunity to expand their managerial skills and prepares them to perform at the senior management level.

The **Executive Assessment Centres** are a series of simulated exercises which assist senior management to identify their strengths and weaknesses in 11 different managerial skills. The information is used in planning individual development programs.

** Appointed July 8, 1985*

Following a development needs survey, the Branch's **Course Calendar** was distributed throughout the public service. As a result, 159 seminars were offered with 2,559 participants in attendance. Assistance was also given to departments in the development of specially designed courses.

The **Employee Orientation Program** outlines to new employees the importance of the government and its employees to the people of Saskatchewan. During 1984-85, over 364 individuals attended the 28 orientation sessions held in Saskatoon, North Battleford, Regina, Moose Jaw, Prince Albert and Swift Current.

The **Administrative Development Diploma (ADD) Program** offers employees in certain clerical classifications the opportunity to obtain university education to improve their qualifications for professional level positions in the public service. During the year under review, six students graduated and 17 will be admitted to the Program as of April 1, 1985, for a total of 59 active students in the program.

The **Education Leave Program** provides employees with leaves of absence to further their education at a recognized institution. The Program requires that the objectives of the applicants be consistent with the needs of their departments. In the 1984-85 fiscal year, 65 applications for education leave were approved. Tuition reimbursements for 221 employees also received approval.

This year saw the introduction of **consulting and resource services** to help departments identify training and development needs, develop training plans and design customized training programs. As well, branch personnel are available on a consultative basis to facilitate organization development workshops and seminars.

Forecast

The Staff Development Branch will be introducing a new series of seminars to assist managers in implementing the new Performance Review and Performance Pay Policies for out-of-scope managers and professionals.

All staff development programs will be housed in this Branch, thus allowing for a more integrated approach to both middle management and executive development.

In addition to the calendar programs, a series of "New Ideas" and "Special Seminars" will be designed and held in the coming months. As well, a new "Middle Management" series will be developed and piloted. The consulting services which were begun in early 1985 will be expanded.

Classification and Advisory Services Division

Lorne Koback, Executive Director *

Classification Branch

Gary V. Reid, Director **

The Classification Branch has the mandate to develop and establish new and improved systems for position evaluation and classification and to ensure equity in the application of these systems.

Mandate

- Conduct reviews of various occupational groups and systematically update existing classification system.
- Ensure that the systems are current, well-defined, and accurately reflect the needs of managers and departments.
- Reduce the number of job classifications and simplify the administration of the classification systems.
- Respond to the current classification needs and changes of programs, organizations and the workplace.
- Classify new positions.
- Review requests initiated by management or employees.
- Represent the Public Service Commission at classification appeal hearings.

Activities

Utilizing the new classification system format, the Branch conducted **reviews of** various **in-scope occupational groups**. Ten groups were reviewed in the areas of administrative support, health services and human services.

The review of approximately **270 out-of-scope classifications** continued under the general direction of a steering committee of Deputy Ministers and the consulting firm of Deloitte, Haskins, Sells and Associates. A **revised classification system** was developed, consisting of 12 classification levels and two major categories (Management and Professional). Discussions were held with senior departmental management on the evaluation and allocation of approximately 2,400 positions.

The number of individual requests for **classification review** depends, to a large

* *Appointed Executive Director, Classification and Advisory Services Division, effective June 1, 1985 (formerly Director, Classification Branch).*

** *Appointed August 28, 1985*

extent, on changes to positions with program responsibilities in the various departments. During 1984-85, classification requests handled by the Public Service Commission numbered 1,166 (excluding pilot decentralization activity). In addition, a total of 75 appeals were received in 1984-85.

Forecast

During 1985-86, the new Management and Professional Classification and Compensation System will be completed and implemented.

A review of approximately 300 out-of-scope clerical/secretarial positions will be conducted and a new classification system will be developed to encompass these positions.

The Branch will continue to review and develop in-scope classification systems.

The Branch will also work with the SGEU to streamline the management of the in-scope classification appeal process.

Affirmative Action Branch

Mary Beth Bickley, Director

Mandate

- Encourage and develop affirmative action programming in government.
- Facilitate the hiring of target group members in the Saskatchewan public service, including Native people, individuals with physical disabilities and women interested in management and non-traditional positions.

Activities

During 1984-85, the Branch worked on development of an **Affirmative Action Plan** to create equal employment opportunities within the public service; develop greater participation of Native peoples and people with physical disabilities throughout the workplace; and increase the participation of women in "non-traditional" areas such as management, the trades and technical fields. The plan will be developed by joint union-management committees.

A total of 24 candidates from the three target groups were selected to participate in the **Management Training Program**. Participants developed both short- and long-term career plans and participated in seminars designed to assist them in meeting their goals.

The Branch also administered the **Saskatchewan Career Access Program** which provided training-on-the-job opportunities to five individuals.

Twenty-nine **workshops** on "Equality in Employment" were delivered to government employees as well as to community agencies and schools.

Development work was started on a **communications policy** aimed at presenting women, Native people and individuals with physical disabilities in all government communications.

In February of 1985, the Cabinet Committee on Communications Programs approved the publication ***A Sense of Balance: Equality in Government Communications***. Implementation of the policy is in progress.

Native people, individuals with physical disabilities and women receiving career counselling:

1984-85
932

Appointments of Native People and Individuals with Physical Disabilities:

	1984-85	
	Native	Disabled
Permanent	29	8
Non-permanent	96	10
Total	125	18

Appointments of women to management and non-traditional positions:

	1984-85
Management	
Permanent	33
Non-permanent	5
Total	38
Non-traditional	
Permanent	57
Non-permanent	99
Total	156

Forecast

In 1985-86, the Branch will continue work on the development of a formal affirmative action plan. Other activities will include: implementation of a pilot project to arrange developmental work experiences for participants of the Management Training Program; production of a videotape on affirmative action; and organization of a "Women in Management Seminar."

Human Resource Branch Co-ordination Office

A. Graham Tuer, Director *

Activities

From July 1 to December 31, 1984, a **pilot project** was established to test the viability of decentralizing in-scope staffing and classification activity to three departmental groupings: Highways and Transportation, Justice and Supply and Services.

To co-ordinate this project and to provide audit and advisory services on a variety of personnel matters, the Human Resource Branch Coordination Office was set up.

During the decentralization pilot project, **117 classification actions** were completed. Staffing actions during the pilot project were as follows:

Competitions Established	245
Competitions Completed	186
Interview Panels Held	113
Applications Received	3,429

Forecast

A Personnel Council of senior PSC and departmental officials will be established and meet on a regular basis to identify and discuss service-wide programs and policies and to resolve ongoing concerns.

On-line information systems will be developed to ensure the timely reporting of statistical information for staffing and classification actions.

Training programs will be designed and implemented to ensure that a high level of expertise is maintained in the human resource function.

* *Appointed October 1, 1985*

Saskatoon Regional Office

Don Beazely, Manager

The Saskatoon Regional Office provides professional personnel management advice and information to government departments and the public throughout central and northern Saskatchewan.

Mandate

- Conduct a recruitment program to staff vacant positions.
- Review, audit and classify permanent positions.
- Promote the Affirmative Action Program.
- Provide career counselling to employees and the public.
- Provide grievance investigation and consultation.
- Provide advice, guidance and interpretation of PSC programs and procedures to employees, the public, community organizations and private sector employers.

Activities

The Regional Office provides line managers, employees and the public with **easier access** to PSC services. The central location reduces travel time and costs associated with recruiting and classification.

During the year, **397 staffing competitions** and **190 classifications** were completed by the Office.

Forecast

During the 1985-86 fiscal year, the Office will continue its efforts to provide recruitment and classification services in the most cost efficient and professional manner.

The regional operations concept will be further developed to facilitate the delivery of additional PSC programs.

Affirmative Action policies and concepts will be actively pursued with line managers, community service agencies and members of the target groups.

Employee Relations Division

Dave S. Argue, Executive Director

Mandate

- Carry out labour relations activities which take place between the Government of Saskatchewan as employer and the bargaining agents certified as employee representatives.
- Maintain and enhance effective employer/employee relations throughout the public service.
- Review and improve current personnel management practices and employee relations methods.
- Develop new programs and initiatives to benefit all employees.

Activities

The **Saskatchewan Government Employees' Union (SGEU)** Collective Bargaining Agreement expired on September 30, 1984. In the summer of 1984, the Employee Relations Division commenced **negotiations** to conclude a new agreement.

During the year under review, a **Letter of Understanding** on hours of work was concluded with the **Canadian Union of Public Employees (CUPE) Local 600.** In addition, an agreement was reached to implement a **joint union-management Employee Assistance Program** and Division staff participated in a series of **meetings** with employees and employee representatives.

During the year, the **Employee Assistance Program** received 90 management and employee initiated referrals and conducted a total of 68 consultations.

In 1984-85, the Employee Relations Division commenced development work on four major employee relations initiatives:

1. The **Career Leave Options Program** encourages the granting of definite leave of absence to an employee desiring to pursue personal or career development opportunities outside the government. This program was implemented for out-of-scope employees in March of 1985.
2. The **Performance Improvement Program** helps employees, experiencing performance difficulties, improve their work performance.
3. The proposed **Variable Hours of Work Program** provides permanent employees with the option of working less than full-time hours while retaining job security protection.

4. The proposed **Employee Retraining and Redeployment Program** provides for retraining and redeployment of employees affected by organizational, program or technological change.

During 1984-85, the Division was requested to provide **assistance in collective bargaining** and **advice on labour relations matters** for Saskatchewan Community Colleges, Saskatchewan Forest Products Corporation, Saskatchewan Transportation Corporation, Legal Aid Commission, Saskatchewan Water Corporation, Human Rights Commission and Saskatchewan Centre of the Arts.

The Division received 206 new grievances during the year and **resolved** a total of 195 grievances.

The Compensation Branch provided extensive assistance in the development of the revised **Management and Professional Classification System** for out-of-scope positions. The Branch also conducted a comprehensive out-of-scope salary survey and developed recommendations for the Management and Professional salary structure and related compensation policies.

In preparation for bargaining with the SGEU, the Compensation Branch conducted a comprehensive **salary and compensation survey** of in-scope positions and participated in the development of bargaining proposals. In addition, the Branch responded to more than 50 survey requests from other employers seeking information on various compensation, benefit and working conditions issues.

Forecast

Collective Bargaining

- Successfully conclude contract negotiations with SGEU and CUPE 600.
- Continue providing advice to provincial agencies with respect to collective bargaining.

Employee Relations

- Develop initiatives which will reduce the number of grievances directed to the Employee Relations Division.
- Develop proposals for implementation of an Occupational Health and Safety Program within the public service.
- Develop training programs for departmental staff in the areas of contract administration, arbitrations and employee counselling.
- Develop proposals for the establishment of union/management committees within the public service.

Compensation

- Complete a comprehensive survey of benefits and working conditions and recommend changes or develop new initiatives in this area.
- Review present policy and recommend new proposals for management compensation.

Administrative and Information Services Division

Murray R. Bender, Director

Mandate

- Provide administrative support to all Divisions and Branches within the Public Service Commission.
- Provide human resource information services to all departments/agencies within government.
- Co-ordinate various communications-related functions, both internal and external to the Commission.

Activities

The Division was involved in various activities during the year:

- Provided **internal administrative support services**, such as accounting; payroll; co-ordination and acquisition of accommodation, telephones, supplies, furniture, systems, etc.; mail; co-ordination of budget preparation; co-ordination of expenditure processing and control; personnel administration and record-keeping; and centralized word processing services.
- Maintained and controlled **human resource information** regarding Saskatchewan public service employees through operation of a manual records management system and a computer-based Personnel Data System (PDS).
- Maintained the Commission's **salary survey and bargaining support systems** for compensation research purposes.
- Continued development work on a new **Human Resource System (HRS)**, in co-operation with the Department of Revenue and Financial Services. HRS will replace the current Personnel Data System and the existing payroll system operated by the Comptroller's Division.
- Published five editions of ***The Public Service POST***, a service-wide employee newsletter.
- Continued to publish ***The Personnel Administrators' Bulletin***, a capsule update of recent personnel-related developments.
- Expanded the collection of books, magazines and government documents available in the PSC **Library** and continued to provide reference services.

- Conducted five **Long Service Recognition Banquets**, one each in North Battleford, Prince Albert and Saskatoon and two in Regina, at which the Commission honoured 163 employees who had achieved **25 years of service** and 19 employees who had achieved **40 years of service**.
- Honoured 472 retiring employees through **the Retirement Program**.
- Honoured 627 employees who had achieved **10 years** of **service**.

Forecast

A major activity of the Division over the next two years will be the implementation of Phase I of the new Human Resource System. A four-month pilot test of HRS is scheduled to begin in November of 1985 at the Department of Revenue and Financial Services. Thereafter, HRS will be implemented in departmental Human Resource Branches and payroll units during 1986.

Unclassified and Excluded Services

In accordance with the provisions of Section 46(2) of the Public Service Act, following is a list of positions which have been transferred to the unclassified division of the public service or excluded from the operation of the Act, during the 1984-85 fiscal year.

Department	Class
Advanced Education and Manpower	Senior Projects Officer
Agriculture	Director of Information Services
Culture and Recreation	Executive Director, Saskatchewan Heritage Director, Heritage Year(3)
Economic Development and Trade	Assistant Deputy Minister Research Officer 5
Education	District Superintendent Associate Deputy Minister
Employment Development Agency	Employment Development Advisor (Youth)
Energy and Mines	Director of Public Communication Special Projects Officer Information Officer 1 Director, Energy Policy
Environment	Assistant Deputy Minister
Executive Council	Clerk Typist 3 Clerk Stenographer 3 Clerk Stenographer 4 Clerk 4 Deputy Minister's Secretary Records Manager Planning Analyst 3 Planning Analyst 4 Intergovernmental Officer 3 (3) Director of Public Affairs Associate Deputy Minister Protocol Officer Assistant to the Deputy Minister
Finance	Administrative Analyst 1 (4) Administrative Analyst 2 (2) Administrative Analyst 3 (5) Administrative Analyst 4 (3) Administrative Analyst 5 (2) Director of Finance and Administration Chairman, Local Government Board
Health	Administrative Officer 2 Chiropodist (3) Executive Director, Saskatchewan Alcoholism Commission Clerk Stenographer 4

Highways	Clerk Stenographer 4 Personnel Administrator 1 Vice-Chairman, Highway Traffic Board Chairman, Highway Traffic Board
Indian and Native Affairs	Senior Policy Analyst Executive Assistant to the Secretary
Justice	Crown Solicitor 1 (3) Crown Solicitor 2 (2) Crown Solicitor 3 (6) Crown Solicitor 4 (5) Court Co-ordinator and Assistant to the Chief Justice, Court of Queen's Bench Associate Deputy Minister Research Officer 3 (2) Clerk Stenographer (4)
Parks and Renewable Resources	Assistant Deputy Minister
Revenue and Financial Services	Financial Management Analyst 1 (3) Financial Management Analyst 2 (2) Financial Management Analyst 3 (1) Financial Management Analyst 4 (1) Assistant Deputy Minister
Science and Technology	Science and Technology Analyst 3 (3) Science and Technology Analyst 4 (4) Executive Director, Industrial Development Executive Director, Government Research
Social Services	Senior Consultant Clerk Stenographer 4
Supply and Services	Programmer Analyst 3 (8) Programmer Analyst 4 (1) Director, Management Accounting and Support Services Clerk Typist 3
Tourism and Small Business	Industry and Commerce Consultant 1
Urban Affairs	Director of Property Tax Rebate Accountant 3